

2012 BLUEPRINT FOR SERVICE EXCELLENCE

Department of Athletics
University of South Carolina



TM

Table of Contents

Vision, Mission and Goals	3
A. Executive Summary	3
B. Dashboard	4
C. Goals, Initiatives and Action Plans	4 – 8
Goals 1 and 2. Academic Excellence	4 – 5
Goal 3. Life Skills, Sports Medicine, Strength and Conditioning, and Wellness	6
Goals 4 and 5. Competition	6 – 7
Goal 6. Compliance	7
Goal 7. Gamecock Club/Development	8

Vision, Mission and Goals

A. Executive Summary

Vision of the Department of Athletics

The University of South Carolina Department of Athletics is recognized as a leader in athletics and academic excellence, and provides an exceptional student-athlete experience.

Mission of the Department of Athletics

The University of South Carolina's Department of Athletics operates in harmony with the University's stated purposes and goals. The Department is committed to the intellectual, cultural, physical and social development of the student-athletes of the University. While assisting student-athletes in excelling in their chosen athletics areas, the Department encourages attitudes of self-discipline, group loyalty, good sportsmanship, and personal integrity; an appreciation for the benefits of hard work, motivation and perseverance; and a feeling of pride in accomplishment. It is the Department's belief that these qualities lead to accomplishment in academics and athletics and to the attainment of skills necessary for continued learning throughout life.

Goals of the Department of Athletics

Academic Excellence

1. Achieve departmental GPA of 3.1 or better.
2. Achieve minimum, single year APR of 950 for all teams.

Life Skills, Sports Medicine, Strength and Conditioning, and Wellness

3. Supplement current educational programs offered to student-athletes in conjunction with the Enhanced Educational Opportunities Committee.

Competition

4. Place ten teams in the top six in conference rankings or top three in division rankings.
5. Place ten teams in the top 25 in sport specific national rankings.

Compliance

6. Evaluate compliance systems through a three-year comprehensive assessment to establish a model program.

Gamecock Club/Development

7. Raise \$7 million in cash, pledges and planned gifts by June 30, 2012.

B. Dashboard

The following have been identified as the dashboard indicators for the Department of Athletics:

Academic performance

Assessment: Evaluate the Academic Performance Rate (APR) annually relative to improvement within each sports program and comparatively to peer programs.

Competitive success

Assessment: Evaluate win/loss records, conference finish and national rankings annually relative to improvement within each sports program and comparatively to peer programs.

Financial responsibility

Assessment: Evaluate revenues and expenditures annually and comparatively to peer programs.

Compliance accountability

Assessment: Evaluate adherence to NCAA compliance parameters annually relative to peer programs.

Peer programs

Alabama
Arkansas
Auburn
Florida
Georgia
Kentucky
Missouri
Mississippi
Mississippi State
Tennessee
Texas A&M
Vanderbilt
Clemson

C. Goals, Initiatives and Action Plans

In view of the mission articulated above, the following goals have been adopted:

Goal 1. Academic Excellence. Achieve departmental GPA of 3.1 or better.

Initiative 1(a): Provide additional resources and support for student-athletes diagnosed with learning disabilities and those who are academically underprepared.

Action Plan: Assign student-athletes with learning disabilities to meet with a learning specialist as needed, with an academic advisor weekly, and with an academic mentor multiple times throughout each week. Assess those student-athletes who may be underprepared academically and develop programs with the goal of improving academic deficiencies (see Initiative 2a). Implement academic skill building sessions within the learning specialist meetings and within the multiple academic mentor sessions.

Progress to Date: Student-athletes with diagnosed learning disabilities have been provided substantial resources and support through the assistance of the learning specialist and academic mentors. Academically underprepared student-athletes have been a focus of the academic services staff relative to the provision of increased resources and attention. These initiatives appear to facilitate success and have been implemented as a core component of the academic support program.

Funding: Current athletics department C-funds will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 1(b): Improve the human resources of the academic services program, increasing the number of staff available to student-athletes, as well as the quality and expertise of the staff.

Action Plan: Hire and retain a quality academic services staff and provide funding to add specialty areas of expertise, including the area of learning specialist.

Progress to Date: The department has been able to attract and retain a high quality academic services staff, particularly under the direction of Raymond Harrison, Associate Director of Athletics. Further, two positions have been added to address learning disabilities and related learning issues.

Funding: Current athletics department C-funds will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 1(c): Provide greater academic assistance to student-athletes during required team travel.

Action Plan: Request all academic advisors to develop academic plans for student-athletes during required team travel. Offer option of academic advisor travel on trips in which student-athletes have substantial need.

Progress to Date: Academic advisors have been proactive in preparing student-athletes and coaching staffs for travel. Some sports programs have included an academic advisor in required team travel. This initiative appears to be an integral

component of academic success and will continue as an element of the academic program.

Overall Progress to Date: The student-athlete grade point average for Fall 2011 was 3.202.

Funding: Current athletics department C-funds will pay for any increased costs associated with this action plan. No new funding is requested.

Goal 2. Academic Excellence. Achieve minimum, single year APR of 950 for all teams.

Initiative 2(a): Identify and monitor student-athletes who may be in danger of lost eligibility and/or retention points.

Action Plan: Conduct cognitive screening for all special admit student-athletes to evaluate writing, comprehension and learning styles. This assessment determines existing academic deficiencies and identifies the need for further testing.

Monitor first year and matriculating special admit and “at-risk” student-athletes through required weekly meetings with an assigned academic advisor.

Progress to Date: Testing for all incoming special admit student-athletes was conducted prior to the beginning of each semester; and will continue as a component of the assessment program.

Weekly meetings with academic advisors and objective based study hall have been implemented and will continue as a component of the monitoring program.

Overall Progress to Date: Based on 2012 assessment, all teams are projected to reach at least a 950 single year APR score.

Funding: Current athletics department C-funds will pay for any increased costs associated with this action plan. No new funding is requested.

Goal 3. Life Skills, Sports Medicine, Strength and Conditioning, and Wellness. Supplement current educational programs offered to student-athletes in conjunction with Enhanced Educational Opportunities Committee.

Initiative 3(a): Identify and provide resources to facilitate student-athlete education in areas beyond those provided in the classroom and on the field of competition.

Action Plan: The Enhanced Educational Opportunity Committee will identify areas of need and research opportunities for seminars and guest speakers in the identified areas.

Progress to Date: The Enhanced Educational Opportunity Committee established a priority of topics to be presented to student-athletes. A seminar on financial responsibility was conducted in Spring 2012.

This initiative will be assessed at the conclusion of Spring 2012 for effectiveness.

Funding: Current athletics department C-funds will pay for any increased costs associated with this action plan. No new funding is requested.

Goal 4. Competition. Place ten teams in the top six in conference rankings or top three in conference division rankings.

Goal 5. Competition. Place ten teams in the top 25 in sport specific national rankings.

Initiative 4-5(a): Recognizing the importance of the role the coaching staff plays in the success of its athletics programs, assess head coaching staff annually to review program integrity, the student-athlete experience, competitive performance, academic performance, public visibility, staff cohesiveness and contribution to society.

Action Plan: An assessment tool has been developed and is used at the conclusion of each year. The assessment process affords the opportunity to review the performance of the previous year and determine short and long terms goals for the future.

Progress to Date: Assessment tool and process have been implemented for all head coaching staff members.

Funding: Current athletics department C-funds will pay for any increased costs associated with this action plan. No new funding is requested.

Initiative 4-5(b): Identify and provide resources needed for coaches to recruit and develop accomplished student-athletes.

Action Plan: Facilities have been identified as a much needed resource for coaches to recruit and develop student-athletes. A master plan for facilities has been developed and current initiatives are addressing this important and much needed resource for several sports programs.

Progress to Date: Substantial progress has been made in providing facilities conducive to building winning sports programs. Baseball is supported by one of

the best stadiums in all of college baseball. Basketball facilities have been enhanced with renovated coaches' offices and lobby graphics, as well as digital scoreboards and state-of-the-art game day locker rooms. Improvements have been made in Williams-Brice Stadium, including the football lobby, locker room, recruiting room and training room; a new video board will be installed in Fall 2012; and an indoor practice facility is on the horizon. The Equestrian farm has been renovated to provide a well-appointed training facility. A new tennis complex with 12 courts became available for team practice and competition in January 2012, and an administration building, the Rice Athletics Center, providing offices and conference rooms for a substantial number of head coaches and administrative personnel will open in Summer 2012. A new softball stadium is under construction with completion projected for spring 2013. The athletics department's master plan for facilities addresses the facility needs for all sports programs.

Overall Progress to Date: As of the end of the 2011-12 academic year seven teams have finished in the top six in conference rankings or top three in division rankings, and seven teams finished in the top 25 nationally.

Funding: Philanthropy, athletics bonds and new revenue initiatives will support the funding of these projects.

Goal 6. Compliance. Evaluate compliance systems through a three-year comprehensive assessment to establish a model program. (Currently in year two of the three-year assessment.)

Initiative 6(a): Implement the Jump Forward compliance system.

Action Plan: The compliance staff will first be thoroughly trained on this system and then will meet with and individually train each coaching staff member.

Progress to Date: The system has been implemented and coaching staff members have been trained. Modules include: Student-Athlete Forms, Roster Management, Communication with Student-Athletes (i.e., text, email), Recruiting Contacts and Evaluations, Phone Logs, Practice Logs, Complimentary Admissions, and Recruiting Functions for Sports (i.e., recruiting database, correspondence, video, etc.).

This initiative will be assessed at the conclusion of Spring 2013 to determine its effectiveness.

Funding: Current athletics department C-funds will pay for any increased costs associated with this action plan. No new funding is requested.

Goal 7. Gamecock Club/Development. Raise \$6 million in cash, pledges and planned gifts by June 30, 2012.

Initiative 7(a): Initiate aggressive strategic plan to accomplish fund raising goals.

Action Plan: Dedicate four full-time athletics development staff to this project and provide this staff with the resources needed to accomplish the goal.

Progress to Date: Four full-time athletics development staff have been dedicated to this project and funds to secure the assistance of an athletics fundraising firm have been provided. Process and plans have been developed by this staff in conjunction with a consulting firm. The athletics development staff has surpassed its goal of raising \$6 million in cash, pledges and planned gifts. This initiative will be assessed at the conclusion of Spring 2012 to determine its effectiveness.

Funding: Current athletics department C-funds will pay for any increased costs associated with this action plan. No new funding is requested.